

CWIP

Development of the Negril Recycling Centre

Coastal Water Quality Improvement Project

USAID Contract No. 532-C-00-98-00777-00

Development of the Negril Recycling Centre

August 2000

Prepared for the:

Government of Jamaica's
National Environment and Planning Agency

And the

United States Agency for International Development

Implemented by:

Associates in Rural Development, Inc.
P.O. Box 1397
Burlington, Vermont 05402

Table of Contents

Preface	4
Acronyms	5
Negril Recycling Centre	7
A Public Education Program to Support A Recycling Project in Negril	14
Greening of Negril Project	21
The Greening of Negril Solid Waste Management Project	22
<i>Appendices</i>	
Greening of Negril Project Profile	29

Preface

The Coastal Water Quality Improvement Project (CWIP) is a five-year bilateral initiative between the Government of Jamaica's National Environment and Planning Agency (NEPA) and the United States Agency for International Development (USAID). Five distinct, but interrelated, activities associated with coastal water quality improvement are being carried out to form a synergy of interventions contributing to the achievement of the USAID Strategic Objective 2 (SO2) – Improved quality of key natural resources in selected areas that are both environmentally and economically significant. CWIP is being implemented by Associates in Rural Development, Inc. (ARD) with assistance from Camp, Dresser & McKee, Inc. (CDM) and the Construction Resource and Development Centre (CRDC).

Acronyms

ARD	Associates in Rural Development, Inc.
CBO	Community-Based Organization
CDM	Camp, Dresser & McKee, Inc.
CR	Contract Result
CWIP	Coastal Water Quality Improvement Project of Jamaica
DBML	Discovery Bay Marine Laboratory
EE	Environmental Education
EMS	Environmental Management Systems
ENGO	Environmental non-governmental organization
JHTA	Jamaica Hotel and Tourism Association
MOH	Ministry of Health
MOTS	Ministry of Tourism and Sport
NEPA	National Environment and Planning Agency
NEPM	North Eastern Parks and Market
NGO	Non-governmental Organization
NSWMA	National Solid Waste Management Authority
NWC	National Water Commission
OPM	Office of the Prime Minister
PC	Parish Council
PDC	Parish Development Committee
SO2	USAID's Strategic Objective 2
SRC	Scientific Research Council
USAID	United States Agency for International Development

Negril Recycling Centre

Background Information

On July 8, 1999, the Coastal Water Quality Improvement Project (CWIP) hosted a seminar during which consultations were held with members of the Negril Community. The purpose of the seminar was to plan CR 3 interventions in Negril. One of the major results of the seminar was the community's interest in exploring sustainable recycling projects which had the potential for commercial viability. A decision was taken to investigate the feasibility of recovering engine oil, glass and cardboard. However, due to the lack of reliable information on quantities generated and options for end use of the recovered materials CWIP retained the services of a consultant to conduct pre-feasibility study on the recovery and reuse of the materials¹.

The results of the prefeasibility study estimated that weekly generation rates for waste oil, cardboard and glass bottles were at 267 litres, 4.4 tons and 3.3 tons respectively. The commercial values are respectively \$0, \$228,000 and \$85,000. The corresponding returns on capital required are -15%, -2% and -15.6%. However, with the infusion of working capital and in kind contributions during the start up phase the project is economically viable with annual revenues projected at \$340,656. Additionally, the benefits of a clean destination to the community and tourism sector cannot be overlooked. There will also be positive environmental impacts arising out of the project including increased environmental awareness of the community; reduction of waste material; and the improvement in the conditions of the river, coastal areas and wetlands. It was therefore recommended that the project be implemented for all three materials

The results of the study were presented to members of the Negril Community on Thursday November 4, 1999. The meeting involving persons from the Negril Chamber of Commerce (NCC), the Negril Chapter of the Jamaica Hotel and Tourism Association (JHTA), Negril Coral Reef Protection Society (NCRPS), Negril Environmental Protection Trust (NEPT), Negril Water Sports Association, Sandals Negril and Negril Cabins) supported the recommendation to develop a proposal to implement the recycling project in Negril. The participants further agreed that the NCC would take the lead role in project implementation.

Subsequently, the Chamber commenced the project preparation phase with an action-planning workshop held on Friday December 17, 1999 at Negril Gardens. Denise Forrest of CWIP, and Robert Wynter, the consultant who conducted the prefeasibility study, facilitated the session.

The following is a list of the participants at the working session:

- Cliff Reynolds (NCC)
- Vincent Gaynair (Negril Water Sports Association)
- Susan Otuokon (NEPT)
- Richard May (Sandals Negril)
- Sylvie Grizzle (NCC)
- Jean Jackson (NCC)
- Lisa Richards (JHTA)
- Carl Hanson (NRCPS)

The results from the workshop have been incorporated into this proposal and are attached as an Appendix. The results of this workshop is attached in the Appendix and incorporated in this proposal. However, a major outcome was the statement of commitment which was signed by all participants is shown below:

¹ Preliminary Feasibility Study on the Recycling of Engine Oil, Cardboard and Glass in Negril

We are committed to providing the leadership, the time and other resources (within our capability); to educate and engage the community; to seek the financial support for the project; and to monitor the implementation and execution of the project to ensure that the Negril Recycling Centre is sustainable and a model within Jamaica and the wider world.

Project Purpose

The purpose of this project is to reduce the quantity of waste products, which is now pervasive in the Negril area and threatens the economic and environmental base of the community and the tourism product. Specifically, the project intends to:

1. Provide a centre for collecting and recycling oil, cardboard and glass waste;
2. Reduce the quantity of materials going to the solid waste disposal site.
3. Develop environmental ethic/recycling culture within the community; and
4. Make the centre a model and disseminate the experience

Relevance to CWIP

This project has relevance to the overall goals of the CWIP project and to all four of its specific objectives. Reduction of cardboard, glass and engine oil waste will improve the quality of the rivers and beaches, specifically, reduction of waste oil which can pose a significant environmental risk, including impacting water quality.

With respect to the specific objectives of CWIP, this project will:

1. Improve the quality of the beaches and coastal waters of Negril by reducing the level of engine oil waste in the general environment;
2. Generate employment through the collection, processing and sale of cardboard and glass;
3. Support community-based entrepreneurship by providing the opportunity for low-income women whom once collected and sold glass bottles as part of their livelihood;
4. Improve the local environmental conditions by reducing waste;
5. Develop the culture of recycling and improve the sanitation ethic; and
6. Develop a model recycling center and use the experiences other CWIP designated sites.

Project Goals

The project goals that were developed by consensus during the action-planning workshop are as follows:

1. To establish a sustainable, recycling centre in Negril;
2. To enable the wide scale involvement of and awareness by, the community members in the recycling project;
3. To improve the environment in Negril by the reduction of waste material in the area;

4. To provide employment and new income generation opportunities; and

Proposed Course of Action/Timeline

The proposed course of action has the following overall tasks:

1. Establish a broad based community management committee;
2. Finalize site selection for the recycling centre;
3. Develop a detailed operational plan;
4. Develop and implement the education program;
5. Develop marketing program for the Recycling Centre;
6. Procure equipment;
7. Initiate activity related to study tour;
8. Construct recycling facility; and
9. Operate the Recycling Centre

The project timeline is for one year and the following section describes specific activities on a quarterly cycle:

March 2000 – May 2000

- Prepare Terms of Reference (TOR) for a consultant to develop operations plan.
- Select consultant – Operations
- Approve operations plan
- Prepare TOR for consultant to develop education and marketing plan.
- Select consultant – Education and Marketing
- Approve education and marketing plan
- Procure site for recycling centre
- Finalize arrangements for use of the Gas station as collection point
- Train personnel and management team
- Ensure all financial, narrative, and monitoring reports are submitted on time.

June 2000 – August 2000

- Procure equipment
- Employ personnel
- Implement education and marketing program
- Start collection operations
- Start recycling operations
- Monitor and review operations and make adjustments
- Review and finalize education and marketing program
- Implement education and marketing program
- Ensure all financial, narrative, and monitoring reports are submitted on time.

September 2000 – November 2000

- Continue education and marketing program.

- Continue collection and recycling operations
- Develop sustainability plan.
- Develop maintenance plan,
- Ensure all financial, narrative, and monitoring reports are submitted on time.

December 2000 – February 2001

- Continue education and marketing program
- Continue collection and recycling operations.
- Finalize evaluation and monitoring reports
- Ensure sustainability plan is in place
- Complete all financial, narrative and monitoring reports and submit on time.

Project Management

Management Committee's Role

A broad-based community management committee will be formed to manage the project. Representatives from NCC, NEPT, NCRPS, JHTA Whitehall Citizens Association, Friends of the West End, Negril Kiwanis, Police Youth Club, JUTA and the Craft Vendors Association will be invited to serve on the committee. The NCC will chair the committee. A representative of CWIP will serve in an ex-officio capacity.

The project will seek technical assistance from a Solid Waste Management Specialist to develop the operations plan, assist in the procurement of equipment and site layout and to train the operations team.

The project will also seek the technical assistance of a professional in the field to develop the education and information program to the relevant target groups. Members will provide specialized help when called upon, in line with the decisions of the Management Committee.

The Manager of the Negril & Green Island Area Local Planning Authority (NGIALPA) has proposed to provide a site in the Whitehall area which will be suitable for the Recycling Centre.

NCC's Role

A Project Coordinator will be named from within the Negril Chamber of Commerce to coordinate all activities of the project. An Operations Manager will be appointed to undertake the day-to-day management of the project.

The Management Committee will meet monthly, to monitor and review the project. The Operations Manager will be requested to present a status report to the Board of Management at the monthly meetings of the Board.

The NCC will be the owners of the equipment and will have the overall responsibility for the management of the Recycling Centre and for its financial accountability.

Working with CWIP the Committee will approach the Environmental Foundation of Jamaica to source the additional funding for the project.

Table 1 Timeline for the Completion of Tasks

Detailed tasks and timelines are shown below:

Activity	Task	By Who	By When
Establish Committee	Establish Management Committee with representatives from NCC, NEPT, NCRPS, JHTA, Friends of the West End, Kiwanis, Police Youth Club, JUTA, Craft Vendors Association, Whitehall Citizens Association, CWIP (ex-officio)	NCC	Dec 31, 2000
	Appoint a Chairman	NCC	Jan 15, 2000
	Name a Coordinator	NCC	Jan 15, 2000
Identify Site	Site for waste oil at Hewling Station agreed		Completed
	Request site from NGIALPA	Coordinator	Jan 15, 2000
	Request site of old NWC offices	Coordinator	Jan 15, 2000
	Site finalized and approved	Coordinator	Feb 29, 2000
Seek Funding	Prepare draft proposal for funding	Consultant	Dec 31, 1999
	Review draft proposal	Committee	Jan 15, 2000
	Complete final proposal	Consultant	Jan 28, 2000
	Submit to CWIP and others for funding	NCC	Feb 15, 2000
	Funding approved	CWIP	Feb 28, 2000
Develop Operations Plan	Prepare TOR for a consultant to develop the Operations Plan. TOR should include recycling centre site, equipment needs, operations training and monitoring plan.	NCC	Feb 15, 2000
	Select a Consultant	NCC	March 15, 2000
	Request supermarkets to place skips in their parking lot	Coordinator	Feb 15, 2000
Develop Education Program	Prepare TOR for a consultant to develop the Operations Plan. TOR to include program needs training organizations and channels of dissemination	NCC	March 6, 2000
	Select a Consultant	NCC	Mar 15, 2000
	Prepare Education and Marketing Program	Consultant	Apr 15, 2000
Implement Project	Employ personnel	Coordinator	Mar 31, 2000
	Procure site	NCC	Mar31, 2000
	Train personnel and management team	Consultant	Apr 30, 2000
	Start education Program	NCC	Apr 30, 2000
	Procure equipment	NCC	May 31, 2000
	Start collection operations	NCC	May 31, 2000
	Monitor, review and make improvements	NCC	On going

Expected Results

It is expected that all the project goals will be achieved on implementation:

1. A recycling centre will be established in Negril.
2. The project will commence with the recycling of engine oil from garages, fishing boats and motorized marine sporting equipment. The waste oil will be collected and sent to Frome for blending with bunker C fuel and subsequent burning in the furnaces.
3. The sorting, collection, crushing and storage of glass bottles will follow. The crushed glass will be sent to West Indies Glass for recycling.
4. Finally, the collection, baling and storage of cardboard will commence. The baled product will be exported for recycling.
5. There will be a reduction of waste in the Negril area
6. There will be a wide scale awareness program on the recycling project

Personnel

The following personnel will be involved in the project:

1. A Board of Management consisting of representatives from NCC, NEPT, NCRPS, JHTA, Friends of the West End, Kiwanis, Police Youth Club, JUTA and the Craft Vendors Association will have oversight management of the project. CWIP will be represented in an ex-officio capacity.
2. The Manager of the NCC will operate as overall Coordinator for the project and will have day-to-day monitoring functions. She will ensure that all reporting requirements are met on a timely basis.
3. An Educational Consultant with experience in the development of community wide awareness programs will be selected to develop the educational program. The Management Committee will assist in the development of the Terms of Reference for the Consultant who will be employed during the first quarter of the project. The consultant will develop an education and marketing plan for the project.
4. An Operations Consultant with experience in solid waste management operations will be selected to develop the operational plan and to train the management team and staff. The Management Committee will assist in the development of the Terms of Reference for the Consultant who will be employed during the first quarter of the project. The Consultant will provide the operational and training plan and conduct training.
5. An Operations Manager with experience in solid waste management will be hired to manage the day-to-day activities of the operation, and assist the Co-ordinator in report preparation.
6. NCC will contribute to the program by allocating an office clerk with good office management skills will be hired to undertake all administrative activities of the program.
7. Labourers for crushing glass and baling cardboard will be hired. The Solid Waste Management Consultant will determine the number of labourers in the Operations Plan. Labourers will not be full time but employed as needed.

Sustainability Plan

A marketing program has been developed as part of the project.

The project will support itself in a number of ways. First, through the revenues projected for the project. However, this will not be sufficient and will be supported by in-kind contributions from the community, mainly the hotels that will contribute transportation and other logistical costs.

In addition, one of the tasks of the Communications Consultant will be to develop a marketing plan for the Recycling Centre which will seek sponsorship from corporate entities, for example, oil companies and other players in the hotel and environmental sector.

Why the Organization is Particularly Qualified

The Negril Chamber of Commerce has been chosen by the community members to take the lead role in the project. The NCC has the confidence of the entire community and the capability with which to lead the implementation process. It also has a track record of implementing projects both in areas of commerce and environment.

A Public Education Program to Support A Recycling Project in Negril

Introduction

A group of concerned citizens, NGOs, hoteliers and civic organizations have come together to develop a project that is designed to reduce the quantity of waste products which is now pervasive in the Negril area, and which threatens the economic and environmental base of the community and the tourism product. Specifically, the project intends to:

- Provide a centre for collecting and recycling oil, cardboard and glass waste
- Reduce the cost to hotels of solid waste management by source reduction
- Develop environmental ethic/recycling culture within the Negril community
- Make the centre a model and disseminate the experience

It is expected that it will:

- Improve the quality of the beaches and coastal waters of Negril by reducing the level of engine oil waste in the environment.
- Generate employment through the collection, processing and sale of cardboard and glass.
- Support community - based entrepreneurship by providing the opportunity for low-income women who once collected and sold glass bottles as part of their livelihood.
- Improve the local environmental conditions by reducing waste.
- Develop a culture of recycling and improve the sanitation ethic.
- Develop a model-recycling centre.

Situation Analysis

The single largest generator of waste oil in Negril is the Grand Lido's yacht, the M/V Zein, which generates approximately 110 gallons per year. A small amount of oil collected by garages is given away for coating fence posts, marking fields and for sanitizing outdoor toilets and sewer drains. The rest is dumped into the environment. For the recycling project to be feasible, it has been agreed that there should be a centrally located collection point for the oil. A number of persons were interviewed for the feasibility study, and all agreed that they would be willing to take their oil to a central location. With adequate awareness and training, it is expected that all other persons involved will do likewise. The Shell Company, which currently collects waste oil from its commercial customers, but not from independent Shell dealers, has agreed in principle to support the Negril recycling project in an advisory capacity.

With respect to cardboard, a company operating in Kingston will take baled cardboard. As with oil, there has to be a centrally located collection point for the cardboard. Persons whose organizations generate cardboard have indicated a willingness to separate and store their waste cardboard for pickup and transport to the collection point.

At one point in the past, the collection and disposal of glass bottles was a thriving business for small entrepreneurs in the Negril/Green Island area. The companies which used to purchase these bottles have cut back on their intake of used bottles. As a result, these entrepreneurs have ceased collection. West Indies Glass currently recycles glass; however, the company specifies that glass must be separated. Garbage Disposal and Sanitation Systems Limited has indicated its

willingness to participate in a recycling project, and is offering to purchase crushed glass. Organizations which generate a lot of glass bottles have indicated that they would be willing to separate and store their glass bottles for pickup at a central point.

Problem Statement

A pre-feasibility study carried out in the Negril area revealed that weekly generation rates for waste oil, cardboard and glass bottles were at 267 litres (about 59 gallons), 4.4 tons and 3.3 tons respectively. Waste oil is generated from motor vehicles, motor bikes, sporting and fishing boats, lawn mowers and power saws. Large hotels, restaurants, supermarkets and wholesalers are responsible for generating the large amount of cardboard waste, while glass bottles are generated by hotels, bars and individuals. The amount of waste being generated threatens the tourism product, which is the lifeblood of Negril.

Opportunities

The reprocessing of waste oil to fresh oil or diesel fuel is possible, but the cost is prohibitive, given the low volumes generated. Thus, while recycling of waste oil is not commercially viable in Negril, its positive economic and environmental impacts significantly outweigh the narrow financial considerations. Frome Sugar Company has agreed to accept the waste oil as a service to the community, as it may be blended with fuel oil for use in furnaces.

The commercial value of cardboard that is discarded by hotels, supermarkets, restaurants and wholesalers is estimated at \$228,000 per annum. A company which has been collecting and exporting cardboard has expressed willingness to purchase the cardboard. It is estimated that the waste cardboard can net \$64,819 annually.

West Indies Glass is willing to take the bottles. This component, however, is not seen as profit making.

The project is expected to have a very positive environmental impact. In order to implement the project, a community-based recycling task force has been formed, with the Negril Chamber of Commerce taking the lead role.

Public Education

There is general recognition that public education is critical to gain support for waste management. While Negril residents have a relatively high level of environmental awareness, it is considered important that awareness programs be conducted before the project is implemented, and afterwards as well. Any such program, however, must be conducted over a long-term period. The entire community must buy into the need to implement recycling projects, realizing its importance on long-term economic and environmental impact.

Berl Francis and Company Limited is ideally placed to provide the kind of public education support required by this project. The team which will work on this project has an understanding of environmental issues as well as extensive experience in designing and conducting communication campaigns to influence attitudes and behaviour.

The company recently completed a public education campaign for the National Assessment Program of the Ministry of Education. The agency was responsible for the first broad-based public education campaign for HIV/AIDS and the campaign has been recognized for its innovative approach by international organizations such as the Pan American Health Organization, Family Health International, UNAIDS and the International Association of Business Communicators. We also, in 1995, conducted a successful public education campaign on solid waste disposal, and for a conference on that subject.

The agency's experience represents a great deal of breadth and depth. We have extensive experience in the following areas:

- Mass communication techniques
- Consulting with the private and public sectors
- Work on projects and programs that are national in scope
- Experience in community level communication

Objectives of the Campaign

The agency has identified the following objectives for a public education campaign:

- To encourage the involvement of the Negril community.
- To communicate the long-term economic and environmental impact of solid waste.
- To encourage persons who formerly collected glass bottles to continue to do so.
- To secure widespread public knowledge of the project, its objectives and its impact.

Target Audiences

The following groups have been identified as primary target audiences for the campaign:

1. Operators of large, medium and small hotels in Negril
2. Restaurant operators
3. Supermarket operators
4. Operators of bars
5. Operators of small grocery shops
6. Operators of garages
7. Sporting and fishing boat operators
8. Female entrepreneurs who formerly collected glass bottles
9. The wider Negril community

Key Message to be Communicated

Negril has a tourism product that is the basis of economic survival. Commitment to a project to reduce waste will protect the investment of persons whose livelihood depends on tourism.

Strategies

- Launch of the project, to include music, popular personalities and an exhibition
- Community drama focusing on the issue of waste disposal
- Work with the Negril Chapter of the Jamaica Hotel and Tourist Association
- Develop a video-tape illustrating the problem being addressed and the potential impact of not dealing with the issue of waste disposal
- Meeting with shopkeepers and bar operators featuring a character such as Oliver who will communicate the message and the need for their support
- Similar meeting with garage operators, operators of sporting boats and fishermen
- One to one meeting with supermarket operators to explain the problem to them and seek their involvement

- One to one meeting with restaurant operators advising them of the problem and seeking their cooperation
- Motivational posters
- Secure the involvement of the Shell Company or Van Leer Jamaica Limited to provide drums to be placed at convenient points, to be later taken to the central collection point
- Hold discussions with the Issa Group to secure their commitment to do something about the amount of oil polluting the waters of Negril
- “Good Citizen” award for business persons who turn in the largest amount of waste in a given period of time
- Media program

Launch of the Project

In order to create a focus for the project, mobilize the community and provide an opportunity for publicity, the agency recommends a launch in one of the public parks in Negril. The launch ceremony would include the following elements:

- An environment-related exhibition.
- Speeches from the Minister of Government responsible for environmental matters, the Negril Chamber of Commerce and the community.
- Popular music.
- An outside broadcast from one of the popular radio stations.
- A skit by a local school focusing on the need for environmental consciousness.
- Media coverage.

Community Drama Focusing on the Issue of Waste Disposal

We propose to use a local group to dramatize the issue of waste disposal. The group would go into schools, town squares, markets and make presentations. The drama presentation would be designed to be interactive, in order to illicit responses from the community.

Work with the Jamaica Hotel and Tourist Association

We recommend that the JHTA recognize, in some tangible form, the property which succeeds in recycling the largest amount of solid waste. This would obviously have to be undertaken in two categories - large and small hotel in order to guarantee equity. This award would be presented on an annual basis, and could be made at the annual awards dinner of the JHTA. The agency will undertake to hold discussions with the JHTA to effect this recommendation.

Meetings with Stakeholder Groups

Because of the nature of the problem and the fact that we expect an attitudinal and behavioural response from shopkeepers, bar and garage operators, operators of sporting boats and fishermen se groups, face to face communication is the desired method. Accordingly, we

recommend a series of meetings with these groups. We will use an environmentalist who has experience in these types of interaction to conduct these meetings.

Similarly, we will have one-to-one contact with supermarket operators in the Negril area to explain the issue and seek their cooperation.

“Good Citizen” Award

The agency proposes a “Good Citizen Award” for individual business persons who turn in the largest amount of waste in a given period of time. This would exclude hoteliers, in view of the recommendation of an award in association with the Jamaica Hotel and Tourist Association. This award should be sponsored by the Negril Chamber of Commerce.

Junior Achievement Project

The Negril Chamber of Commerce should be encouraged to introduce Junior Achievement Projects in secondary level schools in and around the Negril area. Students should be encouraged to start commercial projects which have as their basis the recycling of cardboard and bottles, with the objective of recognizing that money can be made out of environmentally friendly activities. At the same time, through the Junior Achievement Program, they would be learning entrepreneurial skills. Should the idea be acceptable in principle, we will work with the Chamber to effect it.

Strategic Alliances

We recommend that the Shell Company and Van Leer Jamaica Limited be invited to be active partners in the CWIP project, by donating drums to be placed in central collection points. The drums would carry appropriate signage acknowledging the sponsors. By having several collection points, it might be more convenient for the fishermen and garage operators and they may be more inclined to cooperate. Along with West Indies Paper, they could be asked to provide the funding for the Good Citizen Award function and prizes.

Media Plan

The Agency will utilize the mass media to reach the wider public, in the manner outlined below. The objective is to put the spotlight on Negril, in the hope that it will encourage greater levels of participation by citizens of that community, as well as to encourage similar projects in other parts of the island.

Press Conference

It is recommended that a press conference be called to share information with the nation about the nature of the problem and the novel approach which Negril is taking to deal with it. Thereafter, as the program unfolds, the Agency will arrange additional briefings with media, as the need arises. In support of this recommendation, the agency will do the following:

- a) Determine date of press briefing, in association with the committee.
- b) Invite media and follow up to ensure attendance.
- c) Prepare press kit, to include backgrounders.
- d) Attend with writer and photographer.
- e) Prepare and issue news articles to the media.
- f) Prepare and issue captioned photographs.
- g) Arrange follow up radio/television interviews/discussion programs

News Articles

Throughout the period of the consultancy, the agency will seek opportunities for media coverage of the activities associated with the project. Articles will be prepared and distributed to national and community media, after approval by the designated Communication Manager.

Feature Articles

The agency will work with the organization to identify opportunities for possible print media feature articles, which we will write for placement in national and community newspapers. At the same time, we will encourage specialist writers on economic and environmental issues to write their own articles, by providing them with story leads and making the necessary arrangements for interviews.

Captioned Photographs

In addition to photographs carried by the media, the agency will identify other photo opportunities, arrange for photographs to be taken, caption them and distribute to national and community print media.

Radio and Television Interviews/Features

Over the period of the consultancy, the agency will arrange interviews and discussion programs for representatives of the committee on the following programs:

- a) Perspective (TVJ)
- b) JIS Radio
- c) JIS TV
- d) Breakfast Club (Hot 102)
- e) Independent Talk (Power 106)
- f) Nationwide (HOT 102)
- g) Beyond the Headlines (RJR)
- h) Financially Speaking (KLAS)
- i) Sunday Exposure (RJR)
- j) First Edition (KLAS)
- k) Jamaica Corner (Irie FM)
- l) The Business Day (TVJ)

Work with Columnists, Commentators and Talk Show Hosts

We will provide newspaper columnists, radio commentators and talk show hosts with comprehensive information on the project and implications. This, it is hoped, will stimulate informed discussion and keep the issues on the public agenda.

Material to be Produced

In order to support the campaign outlined, it will be necessary to produce a number of printed and audio - visual items. Those recommended at this time include:

- A video presentation on the state of the environment and the damage which cardboard, bottles and gas could wreak on the tourist industry as well as the health of the people of Negril.
- Motivational posters to be mounted at strategic points in shops, bars and garages.

Advertising

The agency proposes that billboards be prepared and mounted at strategic points in and around Negril, encouraging citizens to cooperate with the program.

Implementation

The project will be under the supervision of Mrs. Berl Francis. Mrs. Francis will be supported by Miss Lorraine Jones, Miss Maxine Brown and Mr. Tenny Miller.

Reporting

Periodic reports on the progress of the program will be submitted. At the end of the project a comprehensive report will be submitted along with newspaper clippings, and recordings of radio and television interviews.

Evaluation

The program will be evaluated on the basis of the extent to which collection targets are achieved.

Greening of Negril Project

Collection Schedule for Negril

Prepared May 27, 2001

Vehicle Number: MPM # 50

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Red Ground and Whitehall			Good Hope, Red Ground and Whitehall			
	Sheffield Square, Non Paniel, Transport Center, Main Road, Fisherman Beach, One Mile Beach and Long Bay			Sheffield Square, Non Paniel, Transport Center, Main Road, Fisherman Beach, One Mile Beach and Long Bay		
		West End			West End	

Note:

1. Schedule effective June 1, 2001
2. Location named first represents collection start up point.

The Greening of Negril Solid Waste Management Project

Background Information

On July 8, 1999, the Coastal Water Quality Improvement Project (CWIP) hosted a seminar during which consultations were held with members of the Negril Community. The purpose of the seminar was to plan CR 3 interventions in Negril. One of the major results of the seminar was the community's interest in exploring a 'Greening of Negril' project. The participants proposed that CWIP assist Negril to become a green destination and put in place an EMS for the town. The idea is to use the town as a pilot project, and then move out into the broader Negril EPA. It was felt by the participants that any such intervention would have to be put in the context of programs and activities already in place so as to leverage resources and avoid duplication. It was suggested that CWIP would have to choose a strategic partner to collaborate with and the Resort Board or NEPT were suggested. A full evaluation of the two organizations would have to be done to ensure that the one that is chosen has the capability and broad based support that such an initiative would need.

After the July meeting, on September 17, 1999 a meeting was arranged with strategic stakeholders to discuss the project concept. The following organisations were represented:

Daniel Grizzle	Resort Board
Cliff Reynolds	NCC
Jean Jackson	NCC
Ray Arthurs	NEPT
Susan Otuokon	NEPT
Lisa Richards	JHTA Negril Chapter
Jean Brown	NCRPS
Denise Forrest	CWIP

Denise Forrest of CWIP facilitated the discussions and outlined that the major objectives of the meeting were:

- (i) To review the results of the July 8th seminar as these were related to the greening of Negril issue.
- (ii) To confirm that the interpretation of that result was correct.
- (iii) To discuss what is entailed in an Environmental Management Systems (EMS) process for the town.
- (iv) To outline potential CWIP contributions.
- (v) To decide on the leadership of the process/project.

After much discussion the participants agreed that a solid waste management program for the town should be the focus of the EMS pilot. Further, given the relevance, relatedness and strategic importance of landscaping and environmental education, consideration should also be given to incorporating these issues into the EMS. It was acknowledged by all that solid waste management was a difficult issue but was a necessary task that would need support from governance bodies and the political directorate to be successful. The NCC were chosen as the organisation best suited to lead a broad based Steering Committee to guide the implementation of the project.

Subsequently, the Chamber commenced the project preparation phase and invited a group of organisations to participate in an action-planning workshop held on Monday March 13 at Negril Gardens. Maureen Rowe of CWIP facilitated the session. The following is a list of the participants invited to the working session:

- Daniel Grizzle (NCC)
- Evatt Bloomfield (JHTA)
- Susan Otuokon (NEPT)
- Denise Forrest (CWIP)
- Sylvie Grizzle (NCC)
- Jean Jackson (NCC)
- Lisa Richards (JHTA)
- Wayne Vascianna (WPM)
- Julius Lewis (Public Health)
- Patrick Morris (White Hall Citizens Association Representative)
- Mrs. Tappin (Westland Mountain Representative)
- Nampriel Road (Representative)
- Red Ground (Representative)

The results from the workshop was shared at the formal launch of the Steering Committee on March 27th, modified according to the suggestions provided at the meeting and have been incorporated into this proposal. The results of this workshop are attached in the Appendix.

Project Purpose

The purpose of this project is to provide an effective garbage collection system for the town of Negril and reduce the level of garbage in environment which, threatens the economic and environmental base of the community, the quality of life of its citizens and the quality of the tourism product. Specifically, the project intends to:

1. Provide the Negril Community with a reliable and effective garbage collection system;
2. Demonstrate the use of the EMS approach as an effective tool for implementing environmental projects at the community level;
3. Develop environmental ethic/culture within the community; and
4. Disseminate the experience from the pilot to other communities.

Relevance to CWIP

This project has relevance to the overall goals of the CWIP project and to all four of its specific objectives. The introduction of an effective solid waste management program will help to reduce the waste material entering the coastal zone and impacting adversely on water quality. With respect to the specific objectives of CWIP, this project will:

1. Improve the local environmental conditions by reducing waste;
2. Develop the environmental culture and improve the sanitation ethic;
3. Demonstrate the use of EMS as a practical tool for improving environmental practices; and
4. Use the experience as lessons learnt in other target sites.

Project Goals

The project goals that were developed by consensus during the action-planning workshop are as follows:

1. To work through a broad based Steering Committee including public and private sector entities to implement a solid waste management project for Negril;
2. To establish a reliable garbage collection system within the designated areas (North Negril River to the Golf Course including the West End);
3. To work with the Resort Board to beautify specified public areas;
4. To improve solid waste management in six schools; and
5. To develop and implement a public education program on solid waste management.
6. To coordinate closely with the recycling project which will reduce the quantity of waste going to disposal sites.

Proposed Course of Action/Timeline

The proposed course of action has the following overall tasks:

1. Establish a broad based steering committee;
2. Develop a detailed garbage collection plan;
3. Coordinate where possible with the recycling project;
4. Develop and implement the education program;
5. Beautify selected public areas;
6. Develop and implement schools program;
7. Procure equipment;
8. Implement collection system;
9. Document EMS;
10. Monitor the system and make ongoing improvements and
11. Document and disseminate the experience.

The project timeline is for 18 Months and the following section describes specific activities on a quarterly cycle:

May 2000 – July 2000

- Commence the discussions for the development a detailed garbage collection plan;
- Develop review and finalize education and marketing program;
- Commence community mobilization;
- Officially launch project;

- Beautify selected public areas; and
- Ensure all financial, narrative, and monitoring reports are submitted on time.

August 2000 – October 2000

- Beautify selected public areas;
- Finalize and commence implementation of the garbage collection plan;
- Procure equipment
- Commence school solid waste program
- Implement education and marketing program
- Continue community mobilization
- Monitor and review operations and make adjustments
- Ensure all financial, narrative, and monitoring reports are submitted on time.

November 2000 – January 2001

- Continue education program;
- Beautify selected public areas;
- Continue the collection operation;
- Monitor and review collection operation and make improvements
- Continue school's program;
- Document EMS; and
- Ensure all financial, narrative, and monitoring reports are submitted on time.

February 2001 – April 2001

- Continue education program;
- Beautify selected public areas;
- Continue the collection operation;
- Continue school's program;
- Monitor and review operations and make improvements
- Ensure all financial, narrative, and monitoring reports are submitted on time.

May 2001 – July 2001

- Continue education program
- Continue the collection operation;
- Evaluate school's program;
- Monitor and review operations and make improvements
- Ensure all financial, narrative, and monitoring reports are submitted on time.

August 2001 – November 2001

- Evaluate education program
- Continue the collection operation;
- Monitor and review operations and make improvements
- Finalize evaluation and monitoring reports
- Document experience
- Ensure sustainability plan is in place
- Complete all financial, narrative and monitoring reports and submit on time.

Project Management

Steering Committee's Role

The Steering Committee will have responsibility for guiding the project. Its members represented by participating organizations and community's which will receive specific benefits from the project. The meetings will therefore be a forum for ongoing evaluation of the project and will be critical in ensuring effective communication and feedback.

NCC's Role

A Project Coordinator will be named from within the Negril Chamber of Commerce to coordinate all activities of the project. A Project Manager will be appointed to undertake the day-to-day management of the project. The Project Manager will be requested to present a status report at the monthly meetings of the Committee.

The NCC will be the owners of the equipment and will have the overall responsibility for the management of the project and for its financial accountability.

Working with CWIP the Committee will approach the Environmental Foundation of Jamaica to source the additional funding for the project.

Table 1 Timeline for the Completion of Tasks

Activity	Task	By Who	By When
Establish Committee	Appoint a Chairman	NCC	Dec 31, 1999
	Establish Management Committee with representatives from NCC, NEPT, NCRPS, JHTA, Friends of the West End, Kiwanis, Police Youth Club, JUTA, Craft Vendors Association, Whitehall Citizens Association, CWIP (ex-officio)	NCC	March 27, 2000
	Name a Project Manager	NCC	June 1, 2000
Seek Funding	Prepare draft proposal for funding	NCC	April 7, 2000
	Review draft proposal	Committee	April 14, 2000
	Complete final proposal	NCC	April 21, 2000
	Submit to CWIP and others for funding	NCC	April 21, 2000
	Funding approved	CWIP	April 28, 2000
Develop Education Program	Prepare TOR for a consultant to develop the education program	NCC	May 26, 2000
	Select a Consultant	NCC	June 15, 2000
	Prepare Education and Marketing Program	Consultant	July 15, 2000
	Prepare Community Mobilisation Strategy	Consultant/ CWIP	June 15, 2000

Activity	Task	By Who	By When
Develop Operations Plan	Work with the Resort Board to select beautification spots	NCC and Beautification Committee	May 15,2000
	Commence planning of collection program	NCC and Collection Committee	May 15,2000
	Commence planning of school's program	NCC and School's Committee	August 14,2000
	Commence community mobilization	NCC/Committee /Consultant	June 30,2000
Implement Project	Execute public education program	NCC and Education Committee	Ongoing
	Execute beautification program	NCC and Beautification Committee	Ongoing
	Execute School's program	NCC and School's Committee	Ongoing
	Order and Procure equipment	NCC	August 7
	Document EMS	Consultant	November 13
	Evaluate school's program	School's Committee	May 30, 2001
	Evaluate education program	Education Committee	May 30, 2001
	Document the experience	Consultant /CWIP	Ongoing
	Monitor and review operations	NCC and Steering Committee	Ongoing
	Finalize sustainability plan	NCC and Steering Committee	October 15

Expected Results

It is expected that all the project goals will be achieved on completion of the project:

1. A garbage collect program will be established in Negril.
2. A public education program on solid waste implemented.
3. Selected public areas will be beautified.
4. Increased awareness of solid waste management in six schools.
5. EMS as a tool for environmental protection implemented and tested.

6. There will be a wide scale awareness of solid waste management issues.

Personnel

The following personnel will be involved in the project:

1. A Board of Management consisting of representatives from NCC, NEPT, NCRPS, JHTA, Friends of the West End, Kiwanis, Police Youth Club, JUTA and the Craft Vendors Association will have oversight management of the project. CWIP will be represented in an ex-officio capacity.
2. The Manager of the NCC will operate as overall Coordinator for the project and will have day-to-day monitoring functions. She will ensure that all reporting requirements are met on a timely basis.
3. An Educational/Communication Consultant with experience in the development of community wide awareness programs will be selected to develop the educational program. The Management Committee will assist in the development of the Terms of Reference for the Consultant who will be employed during the first quarter of the project. The consultant will develop an education and marketing plan for the project.
4. A Community Mobilization Specialist will provide technical assistance and support for this critical area. The consultant will work closely with CWIP, ENCAS and the Steering Committee in this area. The Management Committee will assist in the development of the Terms of Reference for the Consultant.
5. A Project Manager will be hired to manage the day-to-day activities of the operation, and assist the Co-ordinator in report preparation.
6. An office clerk with good office management skills will be hired to undertake all administrative activities of the program.

Sustainability Plan

The project will support itself in a number of ways. Through contributions from hoteliers re providing bins and manning the clean up of the beach area. Additionally, private sector waste management companies will collect in public areas as part of their existing routes. Arrangements will be made with WPM re collection allocations for the area and their most effective use in light of the collection program. The Negril Chamber of Commerce with support from the local business community will continue to work with the Resort Board to maintain the beautified areas

Finally, a marketing program will be developed as part of the project.

Why the Organization is Particularly Qualified

The Negril Chamber of Commerce has been chosen by the community members to take the lead role in the project. The NCC has the confidence of the entire community and the capability with which to lead the implementation process. It also has a track record of implementing projects both in areas of commerce and environment.

Greening of Negril Project Profile

Developed from the March 13, 2000 Planning Meeting Held at Negril Gardens

1. Expectations

The group had the following expectations of the meeting.

1. To add something to the recycling center in order to deal with the solid waste program
2. Get something to speed up the process i.e. identify roles of partner agencies
3. Litter law enforced through voluntary litter wardens
4. Outline of how to move forward on the southwest project.
5. Specific time table /'action plan'
6. Formulate a role for this group/ identify function
7. Plan for people who generate goods to get involved in the recycling program
8. A product or output for the first steering committee meeting

2. Agenda

3:30 – 3:45	Welcome and Introductions
3:45 – 5:45	Victory Circle
5:45 – 6:55	Pulling it all together
6:00	Time out

It was clarified that most of what participants expected of the meeting could be done by 6 p.m., the time that everyone wanted the session to end.

3. Victory Circle

The following are the anticipated successes of the project:

- Get community 'buy in'
- Garbage collection system in place
- Separation of garbage
- Enforcement of the litter act
- Beautification of public spaces
- Communal composts (2)
- Participation of waste management companies
- Producers participation (boxes, plastics)
- Recycling (oil, glass and cardboard)
- Political will at national and local levels
- The Min. of Health and Western Parks & Market involvement (providing active support)
- Clean, green and beautiful Negril
- Garbage receptacles strategically placed
- A waste management manual using EMS principles
- Special focus on school grounds (secondary)
- Anti-litter course in schools
- Competition for school grounds (best kept)

4. Specific Activities

Each success was broken down into specific activities

Education Program

Encourage enforcement
Community 'buy in'
Business sector 'buy in'
Educators and schools
Public transportation, buses, taxis and their operators
Promote department of health refuse management standards

Incentives

Encourage back yard composting in schools Prizes, recognition

- Production of a waste management manual

Effective Garbage Collection System

- Two times weekly for domestic and commercial garbage collection
- Commercial establishments have adequate receptacles and adequate collection system with records
- JHTA and the Health Department involvement
- Enforcement of the relevant laws and standards
- Separation of garbage cardboard, oil and glass feeds into the recycling centre (JHTA 'buy-in')
- Composts
 - Examine feasibility of communal composting system
 - Encourage back yard composting (some models)
- Enforcement of the litter act
 - Voluntary litter wardens
 - Activity: lobby for increase in number of litter wardens and clearer role and function
- Training of L. W.

Beautification of Public Spaces

- Clean-ups
- Beautification program
- Steps - reassess list of public spaces, identify key spaces, and prepare budget
- Encourage public support and participation

School Program

- School vendors educated and brought into the process
- Health department to educate and make proper garbage storage mandatory (impact on food handlers permit)

- School cafeteria/lunch rooms (disposal)
- Grounds
 - Hotels contribute skips to schools
 - Get Principals 'buy-in'
 - Seminar/course in refuse management
 - Signage
 - Competition between schools
 - Beautification

5. Proposed Partners and Roles

JHTA/NCC

Ensure that members observe existing standards for storing and collecting refuse as well as promoting proper refuse management.

Health Department

Provide recommendation to TPDCo for certification of businesses
Ensure adequate storage and collection

Schools

Get involved in and support the schools program and the education program.

Business Sector

Deal with own garbage adequately

Private Companies

Collect garbage in public areas as a contribution

Western Parks and Markets

Collect domestic garbage more efficiently

National Government

Make funds available and trained personnel

Local Government

Spokesperson 'champion for the cause'
Duty concession for purchasing equipment

Encourage Participation of:

- Waste Management Companies
 - Private companies (Minotts, GDSS, etc)
 - WP&M
 - Businesses
 - Politicians (local and national)

- Garbage Receptacles Strategically Placed
 - Identify number and placement through WP&M, communities (assess and evaluate) and beaches
 - Special receptacle for beaches
 - Get 'buy-in' from hotels re beach receptacles

6. Project Boundaries

- **Collection zone**
North River to Golf Club, including West End
- **Schools**
Green Island Secondary to Sheffield All-Age
- **Beautification Zone**
North River to Golf Club and West End
- **Education Program**
North River, Golf Club and West End

7. Action Plan/ Time Line

Project time frame 18months – 2years

Activities	Time Frame (from March 13)
▪ Launch committee	2 weeks
▪ Proposal	1 month
▪ Public education design and implementation	proposal approval to the end of the project
▪ Beautification	approval to the end of project identify spots
▪ Schools Program	September to the end of 1 st year
▪ Lobby Government	immediately and on-going
▪ Develop plan for collection	4 months
▪ Implement and monitor collection system	18 months

Organizational Structure

Planning sub-committee (voluntary).

Plan for and guide the meetings of the larger committee thereby ensuring that meetings stay on track.

Steering Committee

Provide oversight to the planning and implementation process

Sub-committees

Four sub committees named for each project component

First meeting of the Steering Committee

Desired outcomes

1. Expanded membership
2. Engage representatives in the project and its processes through a presentation of Marc 13 meeting
3. Set project goals – use victory circle
4. Identify communities
5. Create sub-committees (a total of four)
6. Identify officers by selection process
 - Identify posts –(Vice Chair, Secretary, and 4 Sub- committee chairs.)
 - Develop criteria
 - Nominate candidates
 - Select/elect

Who will present: -

Chairman
Mrs. Jackson
Mr. Bloomfield
Ms. Forrest

Presentation strategy – verbal introduction and slide presentation

